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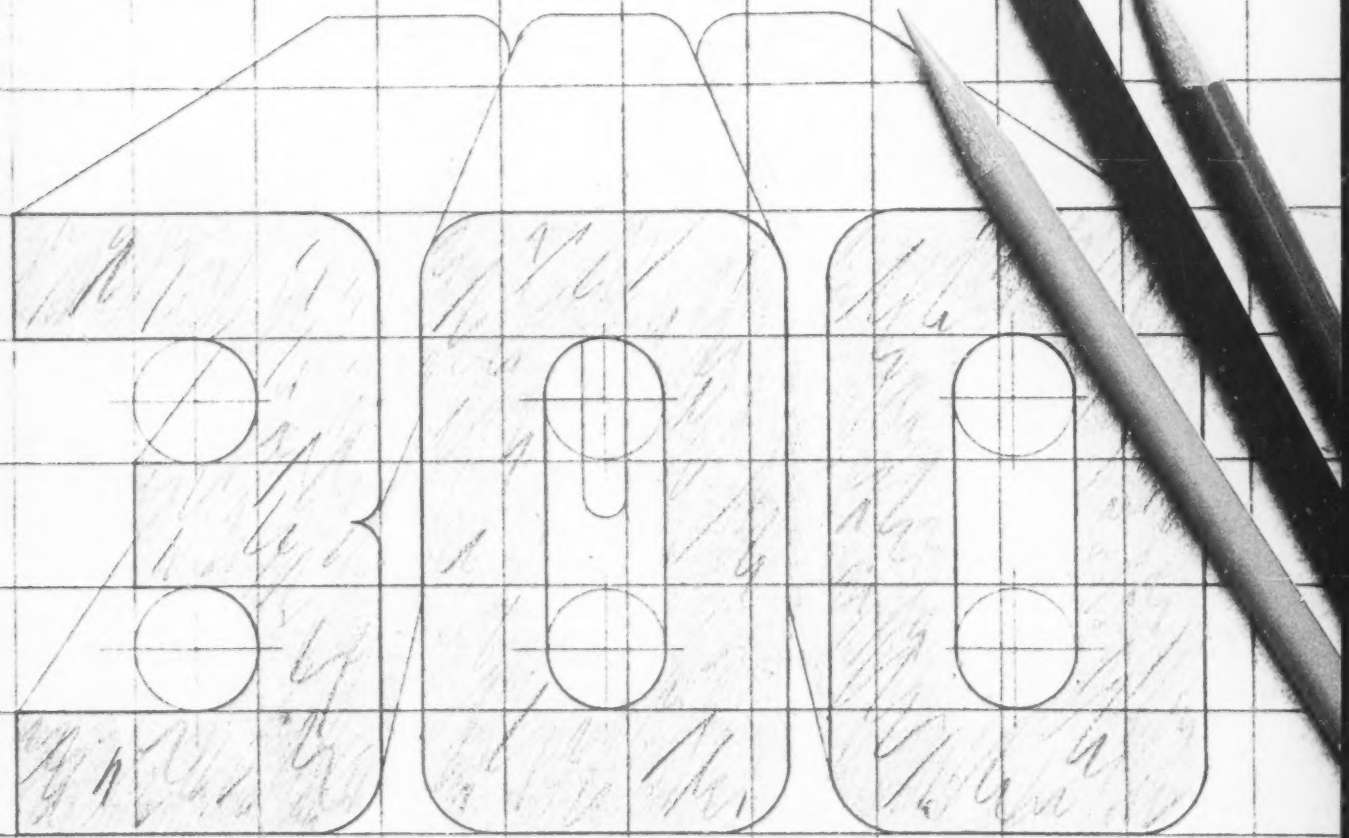
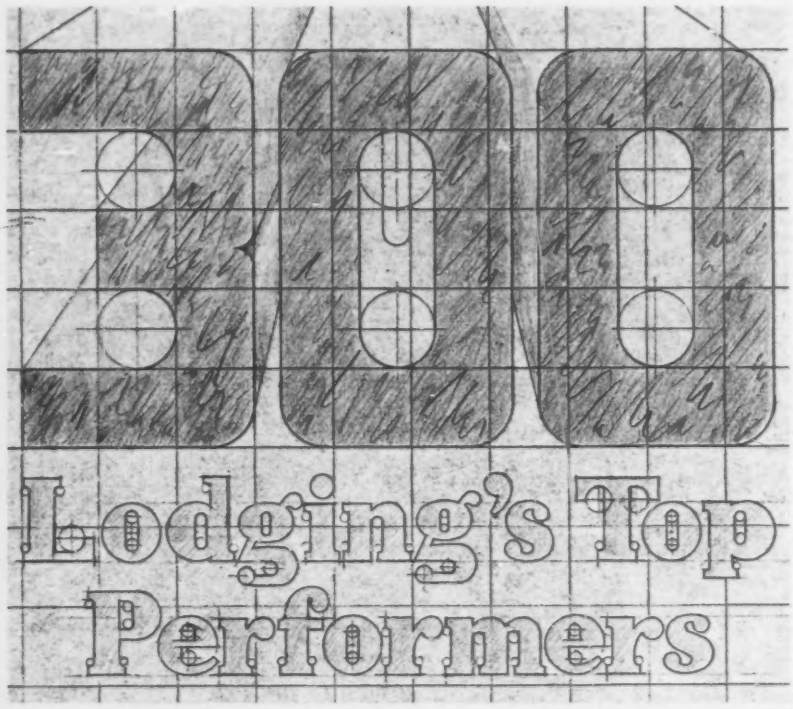
LODGING HOSPITALITY

THE PENTON/IPC MANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS AUGUST 1983



Lodging's Top Performers

LODGING HOSPITALITY
AUGUST 1983 VOL. XXIX, NO. 8



Lodging's 300 Top Performers 34
And here are the winners—the industry's best performers as tabulated in our annual survey, six months in the making and unique in the hotel publication field. In a reversal of the previous year, results show our 300 with sliding occupancies and stronger sales figures. And competition continues to stiffen.

In-room entertainment: Which way to go? 62
Vendors estimate that 600,000 guestrooms are equipped with some form of entertainment, and 45 percent of our Top Performers provide guests with in-room movies. It's clear that in-room entertainment is riding the same burgeoning wave as more traditional amenities. A buyer's guide follows.

Airport hotels take off! 72
Once grounded by a dull image, plagued by noise and lacking in amenities, the airport hotel in the last decade has not only "taken off" but is cruising through some of today's friendliest economic skies. A special report on one of the hottest airport markets in the country, Dallas, illustrates the new breed of airport hotel.

How travel agents book hotels 80
Like a certain brokerage house, travel agents prefer to book hotels the old-fashioned way—through 800 numbers and central reservations rather than computer terminals. We also present a who's who to travel guides.

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LODGING'S 300 TOP PERFORMERS

Perusing the final list of 300 Top Performers for 1982, *LH*'s editors noticed several things:

First, competition has stiffened with every passing year. For example, last year's convention/commercial winners ranged from $88,142 in sales per room down to the 100th winner's $20,228; this year, however, the Holiday Inn Palo Alto (CA) just squeaked into the 100th spot with sales per room of $27,143. More entries poured in from more highly qualified applicants than ever before.

Something else: Whereas last year's 300 reported plummeting sales but strong occupancies, this year's performers reflect just the opposite. Our 1982 Performers report a median occupancy of 72 percent, down from last year's 76 percent. Between the rows of statistics and amid the charts and graphs, *LH*'s Performers reveal their secret to success: "If you have fewer guests, sell the ones you *do* have more." In that regard, this year's Top Performers sold $2.6 billion in goods and services compared with 1981's $2.1 billion. They averaged $8.8 million in sales per property, with average sales per room of $34,717, up from last year's $30,406.

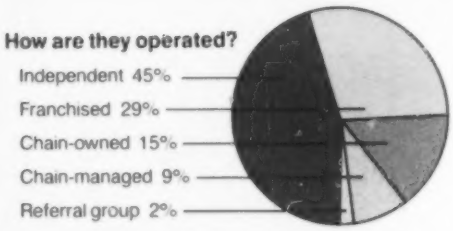
And there were some surprises. This year's shining star came from the roadside category, with sales/room of $95,744, outdistancing even perennial winner Hotel Boulderado. General Manager Garth Davis told us his three-year-old independent property averages an annual occupancy rate of 85 percent without benefit of a chain reservation system. Typical of an increasing trend among other Top Performers, he looks to a computer system to help manage his motel more efficiently. Trucker's Inn of Jessup, MD, we salute you.

LH editors work six months compiling *Lodging Hospitality*'s 300 Top Performers report. Several mailings are made to all properties on the magazine's circulation list, although anyone can enter. Only those properties that voluntarily submit information are used in the study.

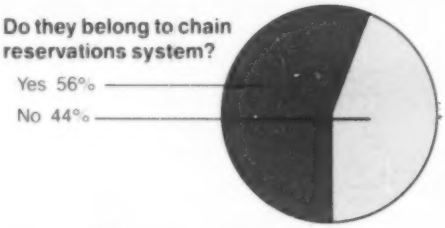
If Laventhol & Horwath's figures seem higher this year than in the past, it is because only upper quartiles were used, except for composition of sales figures, which are industry averages. In a nutshell, *LH*'s performers are being compared to the industry's top performers for the first time. In years past, industry averages were used for comparison. And now, the winners.

Who are Lodging's 300 Top Performers?

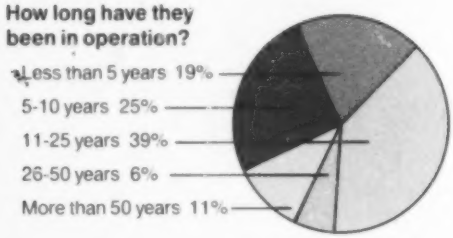
How are they operated?



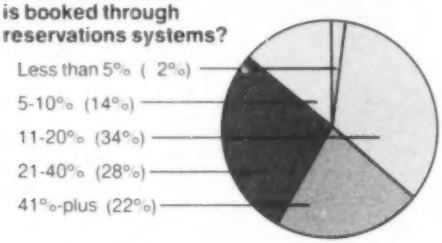
Do they belong to chain reservations system?



How long have they been in operation?



How much business is booked through reservations systems?

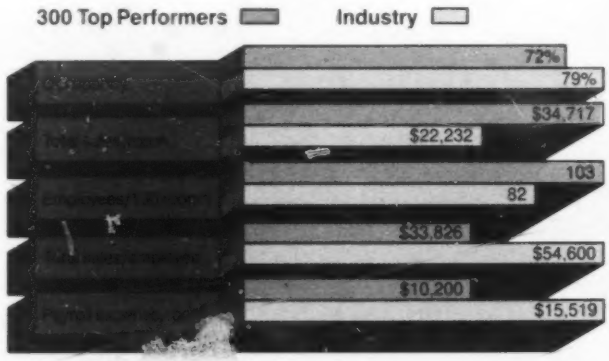


What facilities and services do they have?

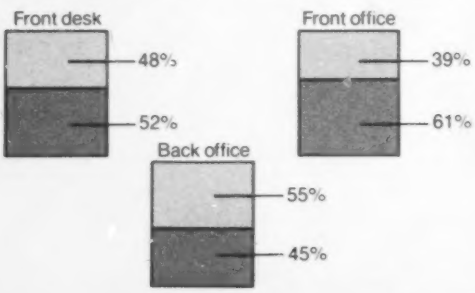
	Yes	No
Foodservice	99%	1%
Roomservice	84%	16%
Liquor service	97%	3%
Banquet facilities	93%	7%
Meeting rooms	88%	12%
Gift shop/newsstand	72%	28%
Teleconferencing	24%	76%
Valet services	85%	15%
Swimming pool	86%	14%
Tennis courts	42%	58%
Health club/sauna	50%	50%
In-house laundry	77%	23%
Electronic games	59%	41%
Pinball machines	33%	67%
Golf course	30%	70%
In-room entertainment	45%	55%

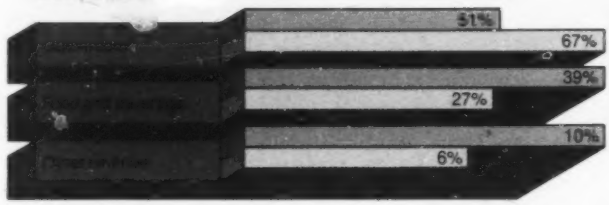
What are their growth plans? Yes ■ No □

How successful are the Top Performers?



Are they computerized? Yes □ No ■





Source: All industry figures are upper quartile figures, except composition of sales figures, which are averages, from Laventhol & Horwath's "U.S. Lodging Industry 1983." Top Performer figures are averages, except occupancy, which is a median.

CONVENTION/ COMMERCIAL

Of the 100 Convention/Commercial properties that made our Top Performer list for 1982, only 37 are repeaters from 1981's list. This year's winners report strong sales figures—$33,533 per room, up considerably from 1981's $28,733. Sales/property averaged $11,311,930, well above the Top Performer average of $8,807,063. About 55 percent of our group's sales came from guestrooms. Food and beverage generated another 41 percent. Total sales for the C/C group came to $1,131,193,000.

For the second year in a row, the Hotel Boulderado in Colorado took first place with $92,857 sales per room. The Mansion on Turtle Creek, Dallas, grabbed the number two spot again as well, checking in with sales of $90,909 for each of its 143 rooms.

Median occupancy for the group is 72 percent, down four points from last year's 76 percent. The highest average annual occupancy reported was 98 percent, by the Quality Inn Midtown in New Orleans.

The C/C group averaged 310 rooms for each property, with Atlanta's towering Peachtree Plaza reporting the most rooms with 1,100. The R.J. Pitcher Inn from Lancaster, OH, with only 30 rooms, is the smallest property among the C/C Top Performers.

Following industry-wide trends, only 38 percent of our C/C winners are independents, compared with last year's 47 percent. Conversely, approximately 36 percent are chain owned/managed. Twenty-four percent are franchisees and another two percent are members of a referral group.

Each C/C property averages 92 employees per 100 rooms and $39,633 in sales per employee, well above the Top Performer average of $33,826.

Fifty-six percent of the winners are less than 10 years old and another 20 percent are 11-25 years old. Almost one-fifth are more than 50 years old.

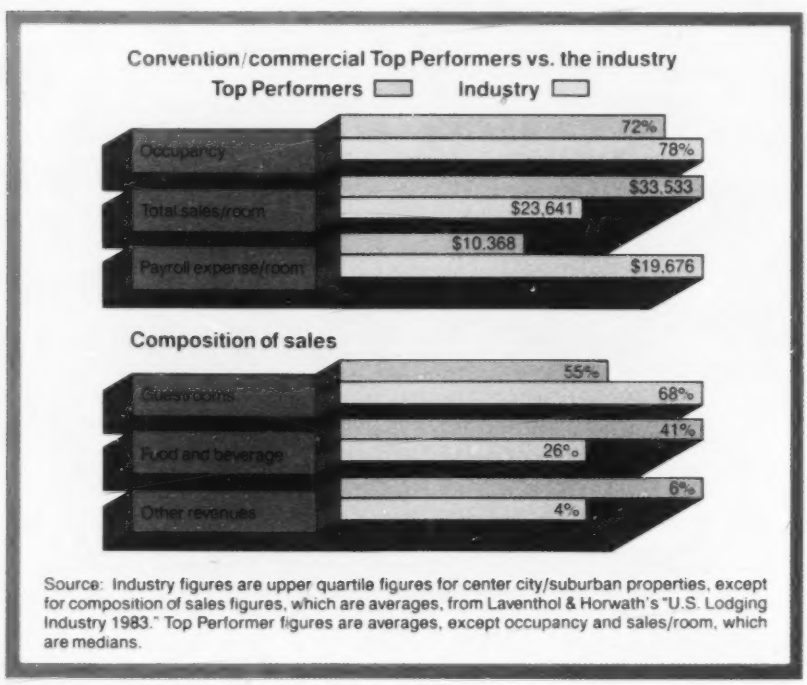
Lodging Hospitality's C/C Top Performers rely on extra services to boost income. All but one offer liquor service and all offer banquet facilities. Ninety-five percent provide room service and 90 percent have meeting rooms available. Seventy-eight percent receive income from [illegible]n-premise gift shop; 94 percent profit from valet service.

Seven out of 10 have swimming pools; 31 percent offer on-site tennis. Almost half provide electronic games; more than half supply their health-conscious guests with health club/sauna facilities. About one-fifth have golf courses.

Technology's increasing impact on our industry is evident among the C/C winners. In-room entertainment among *LH*'s C/C Performers has increased to more than 50 percent this year. Teleconferencing, too, is growing at a steady clip—up to 33 percent of our 100 this year. About half use computers for their front desk/office operations and a full 60 percent have computerized their back offices.

To ensure continuing success, 43 percent plan to expand their properties while another 55 percent intend to renovate in the near future. Seventy-eight percent maintain an in-house laundry facility.

Chain reservations account for the bulk of our C/C group's reservations call volume: 63 percent enlist the aid of an 800 number. Of those who do use a chain reservation system, 31 percent derive from 11 to 20 percent of their reservations from it; more than half receive over 20 percent from their 800 number. All but one accept credit cards. H



Source: Industry figures are upper quartile figures for center city/suburban properties, except for composition of sales figures, which are averages, from Laventhol & Horwath's "U.S. Lodging Industry 1983." Top Performer figures are averages, except occupancy and sales/room, which are medians.

LODGING'S 300 TOP PERFORMERS

	Guestrooms and Suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and Beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
The Hotel Boulderado, Boulder, CO	42	92,857	1	3,900	88	900	2,956	44	90	3	180
The Mansion on Turtle Creek, Dallas, TX	143	90,909	2	13,000	34	5,200	5,000	2,800	72	53	320
Ritz Carlton Hotel, Chicago, IL	420	71,428	3	30,000	5	16,300	11,900	1,800	69	71	620
New Hyde Park Inn, New Hyde Park, NY	60	66,666	4	4,000	87	2,000	2,000	—	94	2	70
The Stanford Court, San Francisco, CA	402	60,945	5	24,500	10	17,000	6,500	1,000	80	23	380
The Ritz Carlton Hotel, Boston, MA	288	59,027	6	17,000	19	8,900	7,500	600	71	57	483
Holiday Inn, St. Paul, MN	258	57,915	7	15,000	26	3,000	12,000	—	85	83	168
Hotel Du Pont, Wilmington, DE	280	55,357	8	15,500	22	4,500	10,000	1,000	70	61	521
Harrison Conference Center/Inn, Southbury, CT	121	54,545	9	6,600	81	3,732	2,662	206	74	42	174
Berkshire Place Hotel, New York, NY	414	50,724	10	21,000	15	15,000	5,300	700	78	32	375
The Pontchartrain Hotel, New Orleans, LA	100	50,000	11	5,000	76	2,000	3,000	—	73	45	225
Tarrytown House Executive Conference Center, Tarrytown, NY	150	48,000	12	7,200	69	4,824	2,376	—	78	29	145
Woodcliff Lake Hilton Inn, Woodcliff Lake, NJ	215	46,847	13	10,072	46	4,329	5,261	481	72	51	275
United Nations Plaza Hotel, New York, NY	289	46,712	14	13,500	31	11,000	2,500	—	81	14	235
The Westin Hotel Chicago, Chicago, IL	757	44,914	15	34,000	3	21,000	11,000	2,000	69	73	650
Hotel Parker Meridien, New York, NY	700	44,277	16	30,994	4	22,226	7,459	1,308	74	44	530
The Conference Center at Eagle Lodge, Lafayette Hill, PA	116	43,965	17	5,100	73	3,300	1,300	500	53	99	120
Loews Anatole Hotel, Dallas, TX	900	43,333	18	39,000	1	20,000	18,000	1,000	72	54	970
The Drake Hotel, Chicago, IL	500	42,833	19	25,700	8	12,000	13,000	700	65	87	725
Sheraton Smithtown, Smithtown, NY	212	42,577	20	9,026	53	4,464	4,248	316	79	25	240
Bethesda Marriott, Bethesda, MD	360	41,666	21	15,000	25	8,000	7,000	—	80	20	400
L'hotel Sofitel, Bloomington, MN	288	41,666	22	12,000	39	5,000	7,000	—	60	94	450
The Madison Hotel, Convent Station, NJ	195	41,025	23	8,000	55	3,000	5,000	—	72	49	260
Alameda Plaza Hotel, Kansas City, MO	396	40,404	24	16,000	21	7,600	7,700	700	81	16	600
Syracuse Marriott Inn, Syracuse, NY	250	40,000	25	10,000	49	7,000	3,000	—	85	10	250
Hyatt Hotel-Burlingame, Burlingame, CA	308	39,672	26	12,100	38	6,500	5,600	—	86	6	302
The Pasadena Hilton, Pasadena, CA	263	39,525	27	10,000	48	5,000	4,300	700	79	27	177
Montvale Ramada Inn, Montvale, NJ	130	39,230	28	5,100	72	2,485	2,575	40	85	9	145
The Westin Hotel-Cincinnati, Cincinnati, OH	460	39,130	29	18,000	17	8,000	9,000	1,000	75	40	560
Omni International Hotel-Miami, Miami, FL	551	39,103	30	21,546	12	12,214	4,666	4,666	63	90	480
Broker Inn, Boulder, CO	114	38,596	31	4,400	82	1,500	2,900	—	79	26	180
Hotel Meridien Houston, Houston, TX	363	37,465	32	13,600	28	7,000	5,600	1,000	55	97	337
Opryland Hotel, Nashville, TN	614	37,459	33	23,000	12	10,000	10,000	3,000	81	11	750
Quality Inn Midtown, New Orleans, LA	102	37,287	34	3,803	89	1,788	1,808	206	98	1	35

LODGING'S 300 TOP PERFORMERS

	Guestrooms and Suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and Beverage sales ($000)	Other revenues ($000)	Number of employees	RANK	Number of employees
Sheraton Carlton Hotel, Washington, D.C.	250	36,884	35	9,221	53	5,324	2,566	329	71	50	208
Brookhollow Hilton Inn, Houston, TX	200	36,453	36	7,400	67	4,700	2,700	—	93	80	180
Statler Inn, Ithaca, NY	51	36,274	37	1,850	98	500	1,350	—	94	17	50
Four Ambassadors Hotel, Miami, FL	200	36,000	38	7,200	68	3,800	3,400	—	93	79	230
Royal Sonesta Hotel, New Orleans, LA	494	35,988	39	17,778	18	10,984	6,534	260	90	81	300
Valley Forge Hilton, King of Prussia, PA	237	35,864	40	8,500	51	3,000	4,500	1,000	73	38	165
Best Western Genetti Motor Inn, Wilkes Barre, PA	72	35,847	41	2,581	94	442	1,892	247	92	98	181
Holiday Inn Centre Plaza, Dallas, TX	298	35,641	42	10,621	43	5,900	4,300	420	89	33	300
Rock Springs Hilton, Rock Springs, WY	151	35,099	43	5,300	71	3,200	2,100	—	75	59	66
Ingersoll Hotel, Ketchikan, AK	80	35,000	44	2,100	96	700	1,000	400	70	58	40
St. Clair Inn, St. Clair, MI	97	34,577	45	3,354	91	954	2,400	—	88	74	187
Loews L'enfant Plaza Hotel, Washington, D.C.	372	34,005	46	12,650	30	8,500	4,000	150	78	39	210
Red Lion Motor Inn Jantzen Beach, Portland, OR	320	33,899	47	10,847	42	4,497	6,183	167	96	88	385
Franklin Plaza Hotel, Philadelphia, PA	800	33,750	48	27,000	9	14,000	12,000	1,000	70	69	960
The Dearborn Inn, Dearborn, MI	179	33,744	49	6,040	64	2,293	3,430	316	84	92	253
The Westchester, White Plains, NY	375	33,533	50	12,575	34	6,200	6,375	—	95	76	323
The Columbia Inn, Columbia, MD	300	33,333	51	10,000	47	7,000	3,000	—	94	82	210
Westin Hotel-Seattle, Seattle, WA	865	33,294	52	28,800	6	15,521	11,838	1,440	85	89	850
Sheraton Rolling Green Mountain, Andover, MA	181	33,149	53	6,000	66	3,200	1,800	1,000	72	48	200
Amway Grand Plaza Hotel, Grand Rapids, MI	395	32,911	54	13,000	23	6,000	5,800	1,200	84	95	400
One Washington Circle Hotel, Washington, D.C.	152	32,752	55	4,978	77	3,478	1,326	173	91	13	60
Holiday Inn & Holidome, Lawrence, KS	182	32,734	56	6,285	62	2,135	4,150	—	86	70	220
Jumers Castle Lodge, Urbana, IL	62	32,258	57	2,000	99	800	1,200	—	74	67	135
Hilton Palacio Del Rio, San Antonio, TX	452	32,058	58	14,500	27	10,500	3,500	500	79	37	250
The Jefferson Hotel, Washington, D.C.	110	31,818	59	3,500	90	2,500	1,000	—	92	85	100
Sheraton West Hotel, Indianapolis, IN	410	31,707	60	13,000	32	5,900	6,000	600	76	64	475
Desert Inn Motor Inn, Lancaster, CA	155	31,451	61	4,875	79	2,100	2,775	—	96	5	162
The Summit Hotel, Dallas, TX	377	31,277	62	11,791	40	6,406	4,887	497	79	47	325
Holiday Inn Evanston, Evanston, IL	160	31,250	63	5,000	73	3,500	1,000	500	76	35	110
Drake Swissotel, New York, NY	640	31,250	64	20,000	16	16,000	3,000	1,000	72	88	900
Doubletree Inn, Dallas, TX	302	31,102	65	9,393	54	5,666	3,250	477	87	15	215
Peachtree Plaza, Atlanta, GA	1,100	30,909	66	34,000	2	17,000	16,000	1,000	73	65	1,100
Beverly Hillcrest Hotel, Beverly Hills, CA	150	30,666	67	4,600	81	2,600	1,800	200	83	75	320

LODGING'S 300 TOP PERFORMERS

	Guestrooms and Suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and Beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Executive Lodge, Pullman, WA	380	30,526	68	11,600	41	9,000	2,600	—	80	4	39
Sheraton Heights, Hasbrouck Heights, NJ	356	30,337	69	10,800	43	5,500	4,100	1,200	70	63	300
The New Otani Hotel & Garden, Los Angelas, CA	448	30,269	70	13,500	30	7,500	5,100	900	78	30	335
Hotel Intercontinental New York, New York, NY	764	30,104	71	23,000	11	16,000	7,000	—	65	86	400
Sonesta Hotel, Cambridge, MA	200	30,000	72	6,000	85	3,500	2,500	—	80	93	180
R.J. Pitcher Inn, Lancaster, OH	30	30,000	73	900	100	130	770	—	80	100	60
Ambassador Garden Hotel, Tennis & Health Club, Los Angeles, CA	500	30,000	74	15,000	24	7,000	7,000	1,000	65	84	350
Warwick Hotel, New York, NY	504	29,761	75	15,000	23	11,000	3,500	500	80	21	250
Ramada Inn of Crossett, Crossett, AR	84	29,761	76	2,500	95	1,500	1,000	—	75	34	60
Town and Country Hotel, San Diego, CA	977	29,472	77	28,794	7	15,307	11,913	1,573	74	43	975
Sir Francis Drake Hotel, San Francisco, CA	415	29,397	78	12,200	37	8,000	4,000	200	72	52	230
Hershey Lodge & Convention Center, Hershey, PA	480	29,166	79	14,000	28	7,000	7,000	—	78	31	385
Natick Hilton Inn, Natick, MA	193	29,015	80	5,600	56	2,900	2,700	—	70	66	118
Sheraton Tara Hotel, Framingham, MA	375	28,840	81	10,815	44	5,915	4,100	800	73	46	375
Le Baron Hotel, San Jose, CA	327	28,746	82	9,400	50	5,400	3,600	400	69	72	289
Strathalian, Rochester, NY	150	28,666	83	4,300	83	2,500	1,800	—	71	56	165
Lombardy Hotel, New York, NY	175	28,571	84	5,000	74	2,174	—	2,826	70	62	100
Sterling Forest Conference Center, Tuxedo, NY	70	28,571	85	2,000	97	1,100	800	100	55	96	70
Austin Bradford Hotel, Austin,TX	197	28,426	86	5,600	57	3,600	1,785	235	82	91	124
Sheraton Poste Inn, Cherry Hill, NJ	220	28,409	87	6,250	63	2,750	3,500	—	67	78	200
Ramada Inn, Norfolk, VA	141	28,368	88	4,000	86	2,000	1,800	200	80	19	90
Best Western Executive Inn, Tacoma, WA	142	28,169	89	4,000	86	1,600	2,400	—	75	36	110
Best Western the Westowner, Madison, WI	96	28,125	90	2,700	92	1,100	1,500	100	70	60	100
Carolina Inn, Chapel Hill, NC	143	27,972	91	4,000	84	2,100	1,900	—	62	12	140
Radisson South Hotel & Executive Tower, Minneapolis, MN	578	27,854	92	16,100	20	8,300	7,500	300	68	77	525
Atlanta Marriott Hotel, Atlanta, GA	755	27,814	93	21,000	14	13,000	8,000	—	80	22	520
Sheraton Hotel & Conference Center, Concord, CA	198	27,777	94	5,500	70	3,000	2,500	—	65	8	120
Strater Hotel, Durango, CO	94	27,659	95	2,600	93	1,200	1,200	200	80	18	106
Sheraton Inn-Springfield West, West Springfield, MA	200	27,500	96	5,500	69	3,000	2,500	—	78	28	185
Holiday Inn de Las Cruces, Las Cruces, NM	182	27,472	97	5,000	77	3,500	1,500	—	88	7	212
Raphael Hotel, Chicago, IL	172	27,325	98	4,700	80	3,700	1,000	—	80	24	125
Marriott Inn, Grand Rapids, MI	250	27,200	99	6,800	60	3,200	3,200	400	72	55	200
Holiday Inn-Palo Alto, Palo Alto, CA	282	27,143	100	7,654	58	5,305	1,825	523	76	41	150

RESORT

Numerous new entries came in under the Resort category this year. In fact, only 48 of our winners are 1981 repeaters. The Timberline Lodge, Government Camp, OR, which was number one back in 1980, regained its lead in 1982 by reporting sales of $88,679 for each of its 53 rooms. Another previous winner, the Lifetime of Vacation Resort in Clearwater, FL, reported improved sales of $78,125, up considerably from 1981's $32,258.

For the rest of the group, *LH*'s resort Top Performers outperformed every other category. Median sales of $35,510 per room were up significantly from 1981's $30,769, although 1982's occupancy performance decreased to 71 percent from 1981's 73 percent. Fifty-seven percent of the group's total sales came from guestrooms, nine percent higher than last year's winners. Total sales of *LH*'s Resort group came to $1,096,751,000, with each property averaging $10,967,510.

Seventy percent of our 1982 resort winners are independents, 11 percent chain-managed, nine percent are chain-owned and one percent are members of a referral group. The average size is 274 rooms, with the Sea Pines Plantation, Hilton Head, SC, the largest with 1,202 rooms, The smallest, with 23 rooms, is the Coolfont ReCreation in Berkeley Springs, WV.

"Mature" is the best word to describe our resort winners. Forty-one percent are 11-25 years old; 20 percent are from five to 10 years old; 16 percent are less than five years old; 11 percent are from 26 to 50 years old; and 12 percent are more than 50 years old. "Grand"daddy of them all is Michigan's Grand Hotel in Mackinac Island, 96 years old this year.

Average sales per property ran about $10,967,510 for *LH*'s resort Top Performers, although the Disneyland Hotel in Anaheim, CA, outperformed the rest, checking in with total sales of $55,000,000 for 1982.

The Hale Koa Hotel in Honolulu led its co-winners with an average occupancy of 99 percent.

The Resort group averaged 130 employees per 100 rooms, much higher than last year's 72. Sales per employee in 1982 amounted to $30,595.

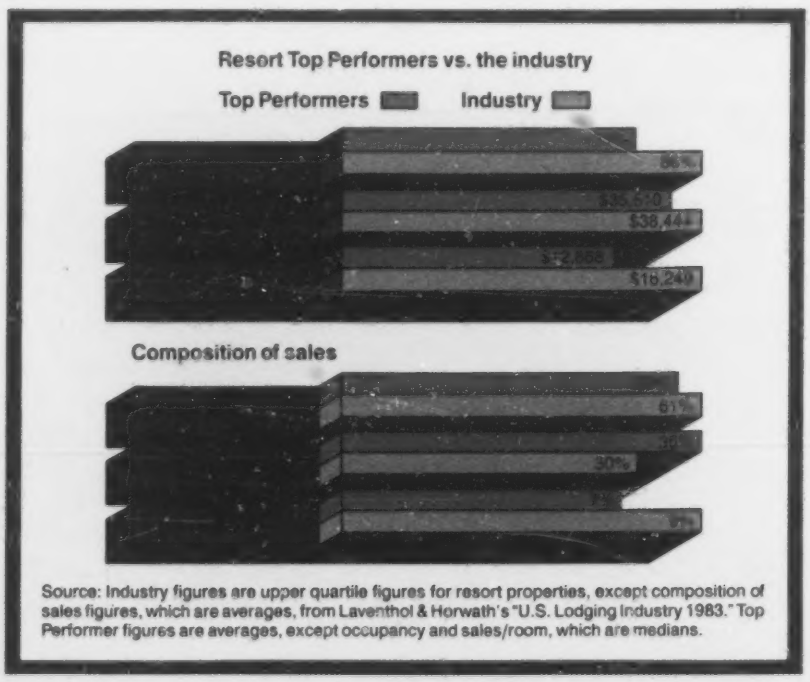
All but one offer foodservice, and 74 percent provide roomservice. Three achieved Top Performer status without benefit of liquor revenue, and 91 percent have banquet facilities. Eighty-six derive revenue from gift shops; 77 percent pamper their guests with valet service. Seven out of ten maintain in-house laundries.

And what would a resort be without recreation? In that area, nine out of 10 have swimming pools; eight out of 10 also offer on-site tennis. A full 69 percent provide electronic games, and almost half also provide pinball machines. Only a little more than half have health club/sauna facilities. While 31 percent offer in-room movies, only 18 percent of our resort winners are sold on teleconferencing.

About 42 percent of the resort group use computers in their front desk/offices and 68 percent have already computerized their back offices. This is a greater percentage than in any other Performer category.

Sixty-eight percent of the resort Performers plan to renovate and 44 percent intend to add on to their properties.

Approximately 27 percent depend upon a chain reservation system for their business, and all but five accept credit cards. H



Source: Industry figures are upper quartile figures for resort properties, except composition of sales figures, which are averages, from Laventhol & Horwath's "U.S. Lodging Industry 1983." Top Performer figures are averages, except occupancy and sales/room, which are medians.

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Timberline Lodge, Government Camp, OR	53	88,679	1	4,700	83	750	1,800	2,150	76	33	155
The Cloister Hotel, Sea Island, GA	264	83,333	2	22,000	13	6,300	7,800	8,100	83	18	600
Pier House, Key West, FL	102	78,431	3	8,000	46	3,400	4,200	400	90	7	250
Kahala Hilton Hotel, Honolulu, HI	370	78,378	4	29,000	7	17,500	10,500	1,000	80	26	570
Lifetime of Vacation Resort, Clearwater, FL	32	78,125	5	2,500	91	2,500	—	—	80	23	20
Coolfont Re Creation, Berkeley Springs, WV	23	78,043	6	1,795	97	715	891	189	72	48	135
Kona Village Resort, Kailua-Kona, HI	95	75,343	7	7,157	48	3,668	3,374	114	75	38	150
Inn at the Peak, Clymer, NY	60	69,229	8	4,153	66	754	1,322	2,076	78	30	425
Woodlands Inn & Country Club, The Woodlands, TX	268	64,179	9	17,200	18	5,600	4,862	6,738	67	63	426
Broadmoor Hotel, Colorado Springs, CO	566	61,837	10	35,000	6	13,500	8,500	13,000	70	58	1,500
Boca Raton Hotel & Club, Boca Raton, FL	915	59,809	11	54,726	2	24,235	22,431	8,060	64	77	1,800
Caribe Hilton International, San Juan, PR	667	59,370	12	39,600	4	17,300	11,300	11,000	72	46	950
Sonesta Beach Hotel, Key Biscayne, FL	293	57,699	13	16,906	20	9,314	6,608	982	79	28	435
Industry Hills & Sheraton Resort, City of Industry, CA	298	53,691	14	16,000	23	4,000	8,000	4,000	71	50	750
Vail Athletic Club Hotel, Vail, CO	42	52,380	15	2,200	94	665	500	1,035	57	87	100
Bahia Cabana Motel, Fort Lauderdale, FL	45	51,522	16	2,318	93	462	1,809	47	68	59	65
Best Western Rondee Resort, Sedona, AZ	40	51,125	17	2,045	96	865	1,067	83	94	3	92
Bahia Mar Hotel & Yachting Center, Fort Lauderdale, FL	300	50,000	18	15,000	24	5,000	5,000	5,000	75	40	400
Cerromar Beach Hotel, Dorado, PR	508	49,893	19	25,345	10	11,166	10,306	3,873	63	78	800
Disneyland Hotel, Anaheim, CA	1,121	49,063	20	55,000	1	28,000	20,000	7,000	80	27	1,900
Coto De Caza, Trabuco Canyon, CA	100	48,916	21	4,891	81	1,302	1,199	2,390	68	60	250
Houstonian Hotel & Club, Houston, TX	300	48,333	22	14,500	29	7,200	6,600	700	65	71	450
Marriott's Rancho Las Palmas Resort, Rancho Mirage, CA	456	48,245	23	22,000	12	16,000	6,000	—	70	57	450
Ponte Vedra Club, Ponte Vedra Beach, FL	182	46,565	24	8,475	45	2,598	3,770	2,107	54	91	330
Pier 66 Hotel & Marina, Fort Lauderdale, FL	258	46,511	25	12,000	34	4,000	4,000	4,000	75	41	400
Colonial Inn, Concord, MA	57	45,614	26	2,600	87	815	1,659	126	81	19	138
Santa Barbara Inn, Santa Barbara, CA	71	45,070	27	3,200	75	1,900	1,300	—	85	15	65
The Pointe Resort, Phoenix, AZ	580	44,906	28	26,045	9	14,474	11,183	387	81	20	1,200
Caesar's Pocono Palace, Marshall's Creek, PA	130	44,126	29	5,736	53	3,116	2,139	480	70	55	120
Lodge of the Four Seasons, Lake Ozark, MO	315	44,126	30	13,900	31	5,733	5,701	2,466	66	64	650
San Luis Bay Inn, Avila Beach, CA	76	44,013	31	3,345	74	1,528	1,754	61	70	53	144
Silver Sands Ocean Front Motel, Miami, FL	58	43,869	32	2,544	88	1,037	1,399	107	71	49	70
Sheraton Plaza Palm Springs, Palm Springs, CA	262	41,984	33	11,000	38	7,000	4,000	—	65	69	230
Best Western El Patio Hotel, Santa Barbara, CA	60	41,666	34	2,500	90	1,000	1,500	—	30	24	65

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Marriott Hotel & Marina, Fort Lauderdale, FL	600	41,666	35	25,000	11	12,500	12,500	—	80	25	750
Woodstock Inn & Resort, Woodstock, VT	120	41,141	36	4,937	58	2,540	2,048	348	72	47	250
Black Butte Ranch, Black Butte, OR	76	40,789	37	3,100	76	300	1,025	1,775	30	99	250
Hotel Royal Plaza, Lake Buena Vista, FL	397	40,765	38	16,184	22	10,428	5,110	645	90	6	447
Bluebeard's Castle Hotel, St. Thomas, USVI	100	40,000	39	4,000	69	3,000	1,000	—	75	37	90
Big Mountain, Whitefish, MT	90	40,000	40	3,600	72	133	984	2,482	67	62	250
Far Horizons Beach Resort, Sarasota, FL	60	40,000	41	2,400	92	1,300	1,100	—	60	82	65
Maui Marriott Resort, Lahaina Maui, HI	720	38,888	42	28,000	8	16,000	8,000	4,000	66	65	850
Willow Valley Inn, Lancaster, PA	170	38,783	43	6,593	50	2,080	4,148	364	73	45	311
Grand Hotel, Mackinac Island, MI	260	38,461	44	10,000	40	5,000	5,000	—	95	2	400
Point West Inn, Macatawa, MI	66	38,257	45	2,525	89	875	1,650	—	65	75	130
Pinehurst Hotel & Country Club, Pinehurst, NC	533	37,523	46	20,000	16	6,000	5,000	9,000	52	92	700
Woodloch Pines, Hawley, PA	135	36,296	47	4,900	60	1,543	2,136	1,220	92	5	202
Rainbow Canyon Golf Resort, Temecula, CA	83	36,144	48	3,000	81	600	1,150	1,250	62	79	90
Sea Pines Plantation, Hilton Head, SC	1,202	35,856	49	43,100	3	12,500	5,500	25,100	57	88	900
Cheeca Lodge, Islamorada, FL	86	35,510	50	3,053	77	1,744	1,158	151	66	66	101
Americana Canyon Hotel Racquet & Golf Resort, Palm Springs, CA	468	35,470	51	16,600	21	9,100	6,000	1,500	65	72	670
Condado Beach-La Concha Hotels, San Juan, PR	482	35,269	52	17,000	19	8,000	5,000	4,000	78	29	550
Hale Koa Hotel, Honolulu, HI	416	35,004	53	14,562	26	6,597	7,198	767	99	1	530
Portofino Inn, Redondo Beach, CA	137	34,671	54	4,750	62	3,000	950	800	90	9	110
Crystal Mountain Lodge, Thompsonville, MI	87	34,482	55	3,000	79	1,000	1,000	1,000	50	96	210
Holiday Star Resort & Conference Center, Merrillville, IN	353	33,994	56	12,000	33	5,000	6,000	1,000	70	56	400
Hyatt Islandia, San Diego, CA	349	33,681	57	11,754	35	6,989	4,325	440	86	14	235
South Seas Plantation, Captiva Island, FL	600	33,333	58	20,000	15	11,000	3,250	5,750	78	31	348
Howard Johnson's Nabori Lodge, San Juan, PR	150	33,000	59	4,950	57	2,600	2,300	50	83	17	135
Lake Quinault Lodge, Quinault, WA	54	32,222	60	1,794	98	748	919	126	86	13	100
The Palace Resort Complex, San Juan, PR	454	31,938	61	14,500	27	5,600	4,900	4,000	61	81	450
Innisbrook Resort, Tarpon Springs, FL	1,200	31,925	62	38,310	5	14,790	12,226	11,294	52	93	1,000
Vacation Village Hotel, San Diego, CA	449	31,848	63	14,300	30	9,250	4,450	600	70	54	370
The Abbey on Lake Geneva, Fontana, WI	345	31,844	64	11,000	37	4,000	4,300	2,700	51	94	358
Pocono Hershey Resort, White Haven, PA	183	31,267	65	5,722	54	2,641	2,734	347	65	74	300
Lexington Marriott Resort, Lexington, KY	324	30,864	66	10,000	39	6,000	4,000	—	76	35	300
Sheraton-Islander Inn & Conference Center, Newport, RI	250	30,800	67	7,700	46	4,600	2,900	200	75	39	320
Shorecliff Lodge & Inn, Pismo Beach, CA	99	30,303	68	3,000	78	1,500	1,500	—	92	4	86

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Hilton at Colonial, Wakefield, MA	300	30,296	69	9,089	43	3,458	5,100	531	65	68	400
Eagle Ridge Inn and Resort, Galena, IL	152	30,286	70	4,603	64	2,027	1,244	1,331	74	43	285
Bonaventure Inter-Continental Hotel & Spa, Fort Lauderdale, FL	600	30,000	71	18,000	17	11,000	4,000	3,000	65	73	475
Pacific Islands Resort, Tamuning, Guam	320	29,889	72	9,564	41	3,801	4,134	1,628	87	12	260
Brown County Inn, Nashville, IN	99	29,787	73	2,949	82	1,385	1,428	136	73	44	125
Chatham Bars Inn, Chatham, MA	145	29,655	74	4,300	65	2,150	2,150	—	90	8	140
Napili Kai Beach Club, Lahaina, HI	138	29,411	75	4,000	66	3,000	1,000	—	78	32	140
Quail Hollow Inn, Painesville, OH	167	29,341	76	4,900	59	1,800	2,400	700	50	97	220
Lavers International Tennis Resort, Del Ray Beach, FL	125	29,328	77	3,666	71	1,638	830	1,197	64	76	134
Kiawah Island Resort, Charleston, SC	685	29,197	78	20,000	14	10,000	6,000	4,000	70	52	800
Sea Crest Motel, Hilton Head, SC	90	29,166	79	2,625	86	1,350	1,200	75	75	34	75
Holiday Inn Oceanside, Fort Lauderdale, FL	224	29,087	80	6,515	51	3,100	2,900	515	80	21	196
Guam Reef Hotel, Tamuning, Guam	293	29,078	81	8,520	44	4,200	3,750	570	85	11	225
Topnotch at Stowe, Stowe, VT	100	29,000	82	2,900	83	1,750	1,000	150	80	83	150
Hidden Valley Inn, Somerset, PA	104	28,846	83	3,000	80	1,000	1,000	1,000	50	95	100
Wintergreen Resort, Wintergreen, VA	330	28,787	84	9,500	42	3,100	2,200	4,200	33	100	500
Sheraton Savannah Resort & Country Club, Savannah, GA	210	28,571	85	6,000	52	3,000	2,500	500	65	70	200
Doral on the Ocean, Miami Beach, FL	420	28,571	86	12,000	32	7,000	4,000	1,000	70	51	660
Rosarito Beach Hotel, San Ysidro, CA	75	28,000	87	2,100	93	700	1,300	100	57	86	100
Americana Host Farm Resort, Lancaster, PA	518	27,992	88	14,500	28	7,800	5,900	800	56	85	750
Pocomont Resort, Buskill, PA	144	27,777	89	4,000	67	2,400	1,600	—	60	84	100
San Marcos Resort, Chandler, AZ	45	27,777	90	1,250	100	200	200	850	65	67	55
Carousel Hotel, Ocean City, MD	245	27,632	91	6,770	49	3,480	2,632	658	81	80	300
Apple Valley Inn, Apple Valley, CA	98	27,551	92	2,700	85	750	1,950	—	55	89	100
Kaanapali Shores, Honolulu, HI	400	27,500	93	11,000	36	9,500	1,500	—	90	10	115
Telemark Lodge, Cable, WI	200	27,500	94	5,500	58	2,500	3,000	—	55	90	100
Pheasant Run Lodge, St. Charles, IL	550	27,272	95	15,000	25	7,000	5,000	3,000	68	61	540
Cortina Inn, Killington, VT	61	26,901	96	1,640	99	835	703	101	74	42	84
Gideon Putnam Hotel & Conference Center, Saratoga Springs, NY	132	26,863	97	3,545	73	1,391	2,067	87	48	98	180
Holiday Inn, Durango, CO	139	26,618	98	3,700	70	2,500	1,200	—	75	36	75
Molly Pitcher Inn, Red Bank, NJ	102	26,470	99	2,700	84	1,200	1,400	100	80	22	110
Scottsdale Granada Royale Hometel, Scottsdale, AZ	211	26,066	100	5,500	55	4,000	1,500	—	65	16	110

ROADSIDE

There's good news from the Roadside front. Total sales for the group in 1982 amounted to $194,706,000, with each property averaging about $2,950,090 in sales.

The Truckers Inn in Jessup, Maryland far outperformed the group's median sales per room of $20,740 by selling $95,744 worth of goods and services for each of its 141 rooms. The Truckers Inn also took first place honors for total sales of $13,500,000 in 1982.

Median occupancy for the Roadside group is 76 percent, down from 1981's level of 78 percent. While the rest may have bemoaned the drop, the Howard Johnson's in Corbin, Kentucky surprised *LH*'s editors by checking in with 125 percent. Owner Don L. Howard, Jr. explains that lucrative contract business accounts for the unusual three digit occupancies.

The average Roadside Top Performer is smaller than other Top Performers, only about 121 rooms. The biggest this year is The Concord Hilton in Concord, California with 340 rooms. The smallest, a Quality Inn, hails from Bedford, Pennsylvania with 49 rooms.

A full 55 percent of Lodging's Roadside Performers are franchisees; 30 percent are independents; nine percent are chain-owned; three percent are chain-managed and another three percent represents referral members.

Guestroom sales accounted for 48 percent of the Roadside group's total sales in 1982, while food and beverage generated 45 percent of sales, more than any other Top Performer category.

Fifty-nine percent of our winners are 11-25 years old and 24 percent are five to ten years old. Only 11 percent are younger than five, while three percent are 26-50 years old and another three percent are older than 50. The Mission Inn in Riverside, CA takes the prize for age with 106 years.

Approximately 86 workers for each 100 rooms were employed by *LH*'s Roadside winners. Payroll expense per room ran about $6,150, almost equal with last year's figures.

Although only 77 percent of the group provide roomservice, 98 percent do offer foodservice of some kind. Ninety-four percent have liquor service available; 85 percent serve banquets, and 83 percent provide valet service. Eighty-three percent have in-house laundries.

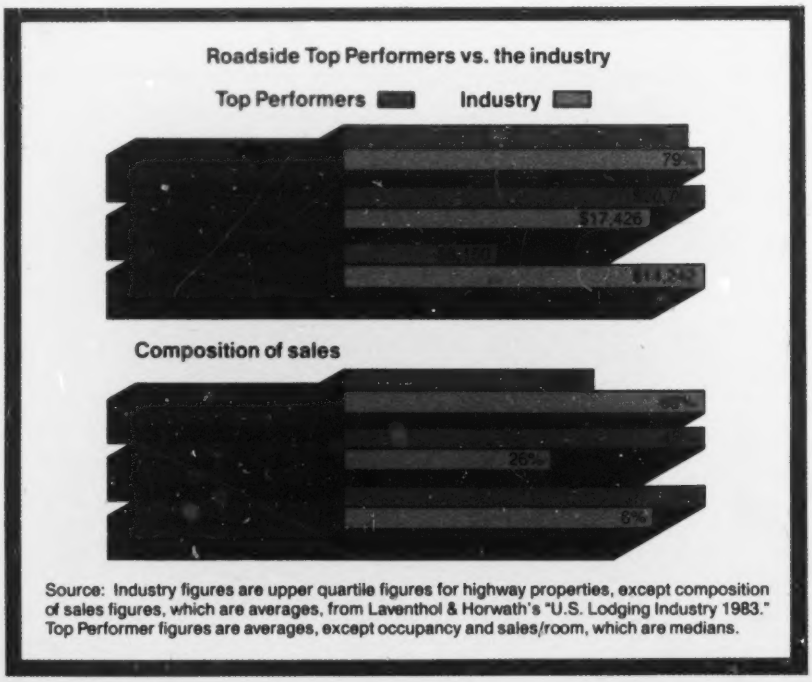
Nine out of ten of our Roadside Top Performers have swimming pools but only 17 percent offer on-premise tennis. Electronic games are offered by 64 percent of the group and pinball games are claimed by 30 percent. Although a mere 14 percent have golf available, 36 percent offer health club/sauna facilities to entice travelers to their properties.

Forty-one percent of *LH*'s winners offer in-room movies and 21 percent have installed teleconferencing facilities at their properties.

Computerization at the front desk is important to this year's winners. Half have computer technology evident at their front desks; only 24 percent of the winners' front offices and 29 percent of their back offices use computers.

Chain reservation systems are key to the Roadside group's success. Seventy-four percent subscribe to an 800 number network and of those with reservation hookups, 43 percent get 11 to 20 percent of their business from it. About half obtain more than 21 percent from chain reservations. All of the roadside Top Performers accept credit cards.

Forty-one percent expect to expand and 65 percent intend to renovate. H



Source: Industry figures are upper quartile figures for highway properties, except composition of sales figures, which are averages, from Laventhol & Horwath's "U.S. Lodging Industry 1983." Top Performer figures are averages, except occupancy and sales/room, which are medians.

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Truckers Inn, Jessup, MD	141	95,744	1	13,500	1	1,074	2,255	10,171	85	10	186
Clinton Inn Motor Hotel, Tenafly, NJ	116	51,521	2	5,976	3	2,198	3,105	672	85	12	150
Mission Inn, Riverside, CA	59	50,847	3	3,000	26	1,000	2,000	—	40	66	170
Westlake Inn Motor Hotel, Westlake Village, CA	75	46,666	4	3,500	19	1,400	2,100	—	80	21	125
Ramada Inn, Ithaca, NY	121	41,322	5	5,000	6	3 000	2,000	—	89	7	120
Burt Bacharach's East Norwich Inn, East Norwich, NY	71	39,774	6	2,824	28	1,616	1,164	43	84	13	80
Howard Johnson's, Chelmsford, MA	57	37,824	7	2,156	40	740	1,416	—	74	41	154
Midway Motor Lodge, Milwaukee, WI	116	35,775	8	4,150	11	1,650	2,500	—	75	39	160
Hood River Inn, Hood River, OR	64	34,375	9	2,200	37	1,000	1,200	—	78	31	110
Los Robles Lodge, Santa Rosa, CA	90	32,795	10	2,951	27	1,085	1,885	—	90	5	112
The Highlander Inn & Supper Club, Iowa City, IA	96	32,302	11	3,101	22	922	2,162	17	78	34	150
Treadway Wellesley Inn, Wellesley, MA	70	30,928	12	2,165	38	865	1,300	—	70	44	115
Styline, Chicago, IL	85	27,058	13	2,300	34	1,200	1,100	—	90	4	57
The Concord Hilton, Concord, CA	340	26,470	14	9,000	2	4,900	3,500	600	65	59	240
Sheraton Inn-Shenango, West Middlesex, PA	152	26,191	15	3,981	14	1,685	2,166	135	79	26	142
Holiday Inn-Washington, College Park, MD	191	26,178	16	5,000	5	3,000	2,000	—	80	24	145
Ramada Inn, Lanham, MD	172	25,581	17	4,400	8	2,300	2,100	—	80	22	150
Amfac's Best Western Ranch House Inn, Valencia, CA	186	24,271	18	4,600	7	2,900	1,700	—	80	23	120
Best Western Americanna Inn, St. Cloud, MN	64	24,072	19	1,540	57	496	997	47	64	60	82
Sheraton Belden Inn, Canton, OH	156	23,741	20	3,703	16	1,200	2,500	3	80	19	148
Chalet Holiday Inn, Wapakoneta, OH	100	22,525	21	2,252	35	885	1,361	5	79	25	125
Sheraton Santa Fe Inn, Santa Fe, NM	107	22,429	22	2,400	31	1,700	600	100	70	46	78
Holiday Inn, Waldorf, MD	101	21,782	23	2,200	36	1,225	975	—	87	9	105
Howard Johnson's, Pennington, NJ	85	21,764	24	1,850	51	1,002	848	—	90	3	64
Holiday Inn Marin, San Rafael, CA	230	21,739	25	5,000	4	3,000	1,500	500	75	36	101
Ramada Inn, Grand Forks, ND	99	21,717	26	2,150	41	1,200	900	50	81	16	96
Holiday Inn Bethlehem, Bethlehem, PA	195	21,584	27	4,209	10	2,009	2,100	100	67	56	144
Williamsburg Inn, Evansville, IN	109	21,559	28	2,350	33	900	1,450	—	69	48	83
Holiday Inn Midland, Midland, MI	180	21,124	29	3,802	15	2,171	1,377	253	83	15	130
Holiday Inn-Slidell, Slidell, LA	80	21,000	30	1,680	55	840	840	—	93	2	80
Best Western Inn, Richfield, UT	51	20,830	31	1,062	64	508	496	54	77	32	48
Harbor Inn, Philipsburg, PA	66	20,812	32	1,373	61	359	918	95	58	64	85

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Ramada Hotel-Woburn, Woburn, MA	194	20,740	33	4,023	13	2,707	1,149	167	79	27	140
Holiday Inn, Fergus Falls, MN	100	20,700	34	2,070	44	750	1,320	——	60	63	60
Quality Inn-Bedford, Bedford, PA	49	20,612	35	1,010	66	360	650	——	68	53	48
West Chester Inn, West Chester, PA	102	20,588	36	2,100	43	1,100	1,000	——	76	33	80
Holiday Inn, Zanesville, OH	100	20,463	37	2,046	45	1,019	957	70	78	29	63
Imperial House Motel, Findlay, OH	115	20,258	38	2,350	32	1,000	1,250	100	70	45	113
Holiday Inn of the Waters, Thermopolis, WY	79	20,253	39	1,600	56	705	795	100	67	55	52
Ramada Inn South, Richmond, VA	99	20,202	40	2,000	47	1,000	1,000	——	74	40	65
Howard Johnson's, North Plainfield, NJ	71	20,070	41	1,425	60	725	700	——	75	38	65
Hilltop House, Roswell, NM	62	20,048	42	1,243	63	392	851	——	68	49	51
Holiday Inn, Russellville, AR	150	20,000	43	3,000	25	2,000	1,000	——	75	37	80
Ramada Inn, Santa Fe, NM	100	20,000	44	2,000	48	1,000	1,000	——	78	28	67
Holiday Inn of Darien-Stamford, Darien, CT	99	19,996	45	1,979	49	1,382	556	40	82	50	75
Sheraton Inn-Newark, Newark, DE	101	19,801	46	2,000	48	1,250	730	20	72	42	85
Holiday Inn of Butler, Butler, PA	143	19,580	47	2,800	30	1,163	1,518	119	63	61	125
Holiday Inn Spartanburg-West, Spartanburg, SC	179	19,553	48	3,500	18	2,000	1,500	——	85	11	120
Howard Johnson's Motor Lodge, Rocky Mount, NC	67	19,540	49	1,700	54	810	890	——	78	30	40
Holiday Inn of Greater Beloit, Beloit, WI	173	19,075	50	3,300	20	1,600	1,700	——	68	52	150
Holiday Inn, Covington, VA	79	18,987	51	1,500	58	1,000	500	——	80	18	60
Holiday Inn South, Erie, PA	216	18,981	52	4,100	12	2,000	2,100	——	70	47	150
Holiday Inn New Orleans, Metairie, LA	195	18,871	53	3,680	17	2,800	710	170	89	8	94
Econo Lodge, South Burlington, VT	176	18,738	54	3,298	21	1,331	1,966	——	68	51	115
Holiday Inn Harrisburg/Mechanicsburg, Mechanicsburg, PA	227	18,722	55	4,250	9	2,470	1,780	——	76	35	185
Harvard Motor House, Cambridge, MA	72	18,677	56	1,344	62	1,300	——	44	83	14	23
Yankee Drummer Inn, Auburn, MA	102	18,627	57	1,900	50	900	1,000	——	60	62	100
Ramada Inn-Somerset, Somerset, PA	152	18,421	58	2,800	29	1,300	1,500	——	67	54	125
Chalet Centre, Gaylord, MI	117	18,196	59	2,129	42	1,123	906	100	65	57	50
Ramada Inn, Fairview Heights, IL	166	18,072	60	3,000	24	1,500	1,500	——	80	20	200
Brick Tower Motor Inn, Concord, NH	51	18,000	61	918	65	450	448	20	80	17	42
Holiday Inn, Emporia, KS	100	18,000	62	1,800	53	1,000	800	——	70	43	78
Chutes/Holiday Inn, Douglas, WY	130	17,984	63	2,158	39	1,048	1,109	——	55	65	85
Howard Johnson's Motor Lodge, Corbin, KY	83	17,650	64	1,465	59	750	600	115	125	1	57
Cliffside Inn, Harpers Ferry, WV	102	17,647	65	1,800	53	900	800	100	65	58	82
Holiday Inn-Town Lake, Austin, TX	175	17,388	66	3,043	23	2,358	548	137	90	6	97

AIRPORT

Like *LH*'s other Top Performer categories, the Airport hotels reported a boom year for sales. Their combined total tallied $219,469,000, with each property averaging about $6,454,971. Broken down by room, that amounts to median sales of $21,379, up from 1981's $19,483.

Heading the list in sales per room for the second year in a row is the Sheraton Inn Newark Airport with $39,950 in sales for each of its 256 rooms. Miami's Sheraton River House leads the group in total sales, with $15,651,000.

Median occupancy for the group in 1982 came to 75 percent, down three points from 1981's 78 percent. The most impressive occupancy figures were reported by the Ramada Inn at the San Francisco International Airport, with 95 percent.

Guestrooms accounted for 61 percent of 1982's Airport winners' sales, higher than last year, when only 55 percent of sales were generated by rooms. Food and beverage yielded an additional 35 percent.

The Airport group employs the fewest workers—only 72 per 100 rooms. The sales generated per employee, however, tops off at an impressive $32,053. Payroll expenses for 1982 ran about $6,457 per room for *LH*'s Airport Top Performers.

The typical number of rooms for our winners this year is 281, higher than last year. The largest property, checking in from Los Angeles, is the Amfac Hotel, with 751 rooms.

More than half (52 percent) of the Airport group are franchisees; 24 percent are chain-owned; 21 percent are independents, and three percent are members of a referral group.

Some Airport winners are young and some are old. Forty-seven percent are less than 10 years old and 53 percent are 11 to 25 years old.

Revenues came from many sources for our Airport winners in 1982. All of the properties offer food and liquor service. Only one does not provide banquet facilities and 88 percent offer meeting rooms. Ninety-one percent derive income from valet service and 65 percent profit from gift shops.

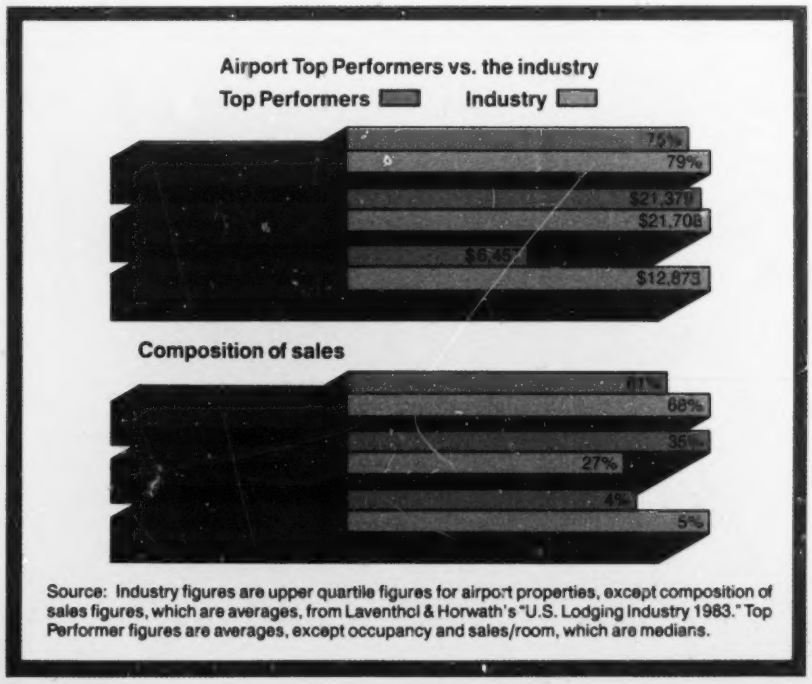
Athletic facilities are of some importance to the airport guest; 91 percent of our winners offer swimming pools and exactly half have some kind of health club/sauna facility.

Entertainment plays an active role in our Airport Top Performers' success. Seventy-one percent, a larger proportion than any other group, provide in-room movies. One out of two provide electronic games, and almost 29 percent also have pinball games. Teleconferencing is still slow-going at Airport locations, evidenced by the fact that only 21 percent of our winners offer the service.

Half of *LH*'s winners have computerized back office systems; 38 percent have computer technology operating at their front desk and front offices.

A chain reservation system is the heart of the successful Airport property. Eighty-five percent report an affiliation with a chain toll-free number. Of those, 39 percent obtain 21 to 40 percent of their reservations from the system, and another 26 percent receive 11 to 20 percent of their business from the 800 number.

Two other successful contributing factors are in-house laundry facilities (85 percent) and credit cards (all). Future planning includes expansion (44 percent) and renovation (71 percent). ■



Source: Industry figures are upper quartile figures for airport properties, except composition of sales figures, which are averages, from Laventhol & Horwath's "U.S. Lodging Industry 1983." Top Performer figures are averages, except occupancy and sales/room, which are medians.

LODGING'S 300 TOP PERFORMERS

	Guestrooms and suites	Total sales/room ($)	RANK	Total sales ($000)	RANK	Guestroom sales ($000)	Food and beverage sales ($000)	Other revenues ($000)	Average occupancy (%)	RANK	Number of employees
Sheraton Inn Newark Airport, Elizabeth, NJ	256	39,950	1	10,228	7	5,074	4,896	258	78	15	300
Sheraton River House, Miami, FL	408	38,360	2	15,651	1	8,605	6,350	696	84	6	435
Holiday Inn Airport, San Jose, CA	192	31,250	3	6,000	16	3,500	2,500	—	85	3	105
Red Lion Inn-Ontario, Ontario, CA	231	30,735	4	7,100	12	3,500	3,500	100	80	11	250
International Hotel, Baltimore, MD	199	29,899	5	5,950	17	3,150	2,473	327	75	17	175
Hertz Skycenter Hotel, Huntsville, AL	152	28,947	6	4,400	22	1,440	1,322	1,638	64	32	132
Miami International Airport Hotel, Miami, FL	264	28,446	7	7,510	10	5,110	2,400	—	70	27	195
Stapleton Plaza Hotel & Athletic Center, Denver, CO	310	26,612	8	8,250	8	4,900	2,800	550	74	18	290
Sheraton Renton Inn, Renton, WA	188	26,595	9	5,000	21	2,100	2,800	100	70	25	190
Sheraton Inn San Francisco Airport, Burlingame, CA	306	24,510	10	7,500	11	5,000	2,300	200	85	4	160
Island Beachcomber Hotel, St. Thomas, USVI	50	24,000	11	1,200	34	800	400	—	85	5	50
Camelhead Granada Royale, Phoenix, AZ	226	23,893	12	5,400	19	3,900	1,500	—	78	14	145
Minneapolis Marriott-Bloomington, Bloomington, MN	487	22,587	13	11,000	6	6,090	4,080	830	72	21	300
Ramada Inn at San Francisco Intl. Airport, Burlingame, CA	151	22,102	14	3,337	25	2,332	912	92	95	1	80
Bradley Ramada Inn, Windsor Locks, CT	148	21,918	15	3,244	26	2,060	1,017	167	80	8	102
The Thunderbird Motel, Bloomington, MN	263	21,395	16	5,627	18	2,842	2,423	362	63	33	250
Ramada O'Hare Inn, Rosemont, IL	725	21,379	17	15,500	2	9,500	5,500	500	63	34	600
Quality Inn-Pentagon City, Arlington, VA	383	20,887	18	8,000	9	5,100	2,900	—	70	29	175
Ramada Inn-Pittsburgh Intl. Airport, Coraopolis, PA	135	20,740	19	2,800	30	1,800	1,000	—	70	23	120
Holiday Inn Airport, Rochester, NY	151	20,529	20	3,100	28	1,800	1,200	100	80	7	130
Stouffer's Denver Inn, Denver, CO	566	20,408	21	12,000	5	7,500	3,901	599	70	26	400
Sheraton Inn-Tulsa Airport, Tulsa, OK	172	20,350	22	3,500	24	2,200	1,300	—	80	9	130
Hacienda Hotel, El Segundo, CA	640	20,312	23	13,000	4	10,500	2,500	—	90	2	380
Holiday Inn Fort Lauderdale Airport, Fort Lauderdale, FL	300	20,000	24	6,000	15	4,000	2,000	—	72	20	200
Ramada Inn of Shreveport, Shreveport, LA	153	19,610	25	3,000	29	2,000	800	200	73	19	86
Portland Rodeway Inn-Airport, Portland, OR	120	19,510	26	2,341	31	1,044	1,297	—	64	31	180
Amarillo Airport Hilton Inn, Amarillo, TX	207	19,323	27	4,000	23	2,500	1,300	200	70	28	135
Pacifica Hotel, Culver City, CA	369	18,986	28	7,006	13	4,464	2,039	503	68	30	230
Quality Inn-Intercontinental Airport, Houston, TX	174	18,390	29	3,200	27	2,000	1,000	200	70	24	85
Ramada Inn-Miami Airport, Miami, Fl	272	18,382	30	5,000	20	3,500	1,320	180	80	10	160
Amfac Hotels & Resorts, Los Angeles, CA	751	18,109	31	13,600	3	9,500	3,500	600	79	12	350
Sandstone Town & Country Inn, Seattle, WA	100	18,000	32	1,800	33	900	300	100	70	22	60
Airport Park Hotel, Inglewood, CA	358	17,877	33	6,400	14	4,000	2,000	400	79	13	200
Howard Johnson's Airport, Fort Lauderdale, FL	131	17,750	34	2,325	32	1,525	722	78	76	16	67

CHAIN & FRANCHISE REPORT

Lodging Hospitality ranks hotel chains by number of rooms, and the unquestionable leader in that area is Holiday Inns with 264,400 rooms, down slightly from its previous level of 265,585 rooms and 1,538 properties. Second-ranked Best Western International boosted its numbers since last year, from 150,188 rooms and 1,697 hotels to 161,061 in 1,814 properties. The Phoenix-based chain's average rate rose five dollars this year and now hovers around $48. Occupancy improved slightly, up one percent to a level of 70 percent.

A number of chains switched positions on our list this year. Sheraton bypassed Hilton to claim the fourth spot, and Marriott exchanged places with Days Inns to become number nine.

Last year's 14th-ranked Best Value Inns/Superior Motels dropped off the chart altogether in 1982, reporting only 45 properties and 1,450 rooms compared with last year's 302 hotels and 21,300 rooms. Also gone this year is Super 8 Motels, which last year reported 10,280 rooms at 172 properties and this year checked in with 9,448 rooms at 156 motels. Radisson, too, did not make the list for 1982, despite the fact that it added three properties and 30 rooms.

Generally, the budget chains fared well in 1982. Red Roof Inns, for example, appears on our list for the first time, checking in with 9,700 rooms at 92 properties. Although the Amlin (OH)-based firm did not report its average room rate, it proudly boasted its 80 percent average annual occupancy, higher than any other chain reporting that information. Newly renamed Econo Lodges of America moved from number 22 to 19 with an impressive showing of 13,460 rooms at 185 properties; that's 3,745 more rooms than last year and an additional 37 properties.

Santa Barbara-based Motel 6 moved up one notch with 38,119 rooms and 346 properties, an increase of 4,953 rooms and 24 motels. Magic Key Inns, too, moved up two levels by reporting an additional 2,625 rooms and 11 hotels. Magic Key's daily rates average $22.

San Antonio-based La Quinta Motor Inns added 20 properties and 1,657 rooms since last year. Rates went up also—to $35, even though occupancy dipped to 71 percent from 1981's high 80 percent.

Some other changes: Preferred Hotels Worldwide joined our list of Top 25 Chains, reporting 10,510 rooms at 30 properties. Cleveland-based Stouffer Hotel Corp. rejoined the list, reporting 10,000 rooms at 25 properties to become our 22nd-ranked chain. Dunfey dipped two notches in place and Americana dropped one.

California-based Hilton Hotels Corp. performed admirably, adding 17 properties and 4,188 rooms to total 239 hotels and 84,661 rooms.

Quality International, with Robert Hazard at the helm, reported 54,432 rooms at 465 properties, an increase over last year of 59 properties and 6,082 rooms.

Tallying rooms worldwide, our chain's rankings remain roughly the same. Holiday Inns reports 312,314 rooms worldwide, representing a decrease of 23 hotels and 37 rooms from last year.

Best Western, which considers itself the world's largest chain owing to the number of hotels in its fold, checked in this year with 2,925 hotels and 219,100 rooms worldwide, a jump of 169 properties and 13,818 rooms. Holiday Inns, watch out.

Sheraton did nicely, too, adding 25 properties and 9,566 rooms. Hilton increased 17 properties and 4,188 rooms worldwide.

Quality Inns made strides, advancing by 36 properties and 4,260 rooms, bringing its current worldwide offerings to 573 hotels and 68,930 rooms, while Marriott added nine for 4,775 rooms.

LH's list of Top 25 U.S. Lodging Chains includes brand name chains only. Not included are franchisee companies such as American Motor Inns, Brock Hotels and Service; large managment companies (Southern Host Systems and MHM, for example) or firms that combine equity ownership and management services. Many of these companies control more properties than the chart-listed chains. H

LODGING'S 300 TOP PERFORMERS

Lodging Hospitality's Top 25 U.S. Lodging Chains

	U.S. properties			Status of properties					Total Peroperties U.S. and foreign	
	Number	Rooms	Company Owned	Franchise or member	Management contract	Other	Average Rate	Average Occupancy	Number	Rooms
Holiday Inns, Inc.	1,518	264,400	174	1,344	0	0	$41.78	69	1,735	312,314
Best Western International	1,814	161,061	0	1,814	0	0	$48	70	2,925	219,100
Ramada Inns, Inc.	564	88,711	68	489	7	0	N/R	N/R	605	96,914
Shearaton Corporation	352	86,985	18	295	39	0	N/R	N/R	432	123,035
Hilton Hotels Corp.	239	84,661	17	188	51	0	$67.15	66	239	84,661
Friendship Inns International	924	68,750	0	924	0	0	$38.50	72	924	68,750
Howard Johnson Company	515	60,390	135	380	1	0	N/R	N/R	515	60,390
Quality Inns International	465	54,432	24	436	5	0	N/R	N/R	573	68,930
Marriott Corporation	109	47,155	27	25	57	0	N/R	N/R	118	50,495
Days Inns of America, Inc.	324	45,757	130	194	0	0	$30	68	325	45,880
Motel 6, Inc.	346	38,119	346	0	0	0	$18.71	76	346	38,119
TraveLodge International, Inc.	509	37,557	30	251	0	262[b]	N/R	N/R	543	40,004
Hyatt Hotels Corporation	70	37,500	N/R	N/R	N/R	N/R	N/R	N/R	70	37,500
Rodeway Inns International	147	18,139	5	147	6	0	N/R	N/R	152	18,600
La Quinta Motor Inns, Inc.	133	16,362	117	14	2	0	$35	71	133	16,362
Westin Hotels	23	15,132	N/R	N/R	N/R	N/R	N/R	72	50	26,557
Magic Key inns	374	14,052	0	377	0	0	$22	77	377	14,194
Downtowner/Passport International	85	14,000	0	85	0	0	N/R	N/R	85	14,000
Econo Lodges of America	185	13,460	20	166	0	0	$24.68	70	186	13,500
Preferred Hotels Worldwide	30	10,510	0	30	0	0	N/R	N/R	54	16,375
Americana Hotel Corporation	32	10,073	28	4	0	0	N/R	N/R	36	11,579
Stouffer Hotels Corporation	25	10,000	12	0	13	0	N/R	N/R	25	10,000
Thunderbird/Red Lion Inns	51	10,000	51	0	0	0	N/R	N/R	51	10,000
Red Roof Inns	92	9,700	92	0	0	0	N/R	80	92	9,700
Dunfey Hotels	26	9,575	19	0	9	0	$62.48	66	28	10,929

a Company Owned or managed
b Joint venture partnerships N/R Not reported